Alzheimer Society
GREY-BRUCE

Standing Side by Side with Those Impacted by Dementia:

ASGB Strategic Plan: 2018 – 2023

Prepared By:

WHALEY & CO.

January 2018

Table of Contents

SECTION	PAGE
1. Introduction – Who We Are, What We Do	3-4
2. Setting the Context for our New Plan	5-10
3. How Our New Plan Was Developed	11-12
4. Our New Mission, Vision and Values	13
5. Our Multi-Year Strategic Goals & Objectives	14-16
6. Next Steps	17
Appendices	18-19

1. Introduction – Who We Are, What We Do

The Alzheimer Society of Grey-Bruce is a non-profit corporation and a registered charity, governed by a volunteer board of directors. The Society is supported by individual and community sector donations, special events fundraising, and also receives funding from the South West Local Health Integration Network (SWLHIN).

The Alzheimer Society of Grey-Bruce is affiliated with Alzheimer Society of Ontario and Alzheimer Society of Canada. As one of 30 chapters in Ontario, we support persons with Alzheimer's disease and other dementias and their care partners in Grey and Bruce counties, with our head office located in Owen Sound.

Our main programs and services are as follows:

- ***Providing Support to our Clients/Families***
    - **Our Counsellors and Behavioral Supports Ontario (BSO) social worker**, help clients and their families understand their diagnosis, navigate the health care system, problem-solve individual challenges, connect them to services and support individuals throughout the disease
    - **Monthly Support Groups** are held in 6 different communities across Grey-Bruce
    - **Memory Café** Support Group which provides an opportunity for people with Dementia to have a comfortable space to learn, share and socialize with eachother once or twice a month.
    - **Topic specific support Groups run as needed such as: Ambiguous Loss and Grief Group** - provides strategies for maintaining meaningful connections and to live positively with losses and grief while caring for someone with dementia
- ***Helping People Stay Active & Engaged***
    - **Minds in Motion®** is an eight-week program (offered in Owen Sound, Hanover, Southampton and Markdale) that combines physical activity and mental and social stimulation for individuals with early to mid-stage Alzheimer's disease or other dementias, and their care partners. It is funded through the Ontario Trillium Foundation until 2019
    - **Melodies and Memories** clients can enjoy a personalized music experience that soothes, stimulates and brings to mind long-forgotten memories, facilitates meaningful engagement and supports identity and self-expression. iPods and headphones with personalized play lists are provided at no charge.

- **Art Therapy** provides a creative framework and an avenue for non-verbal and symbolic self-expression. It represents a unique means of intervention for people with Alzheimer's disease and other dementias who may or may not have limited verbal skills to enrich their lives.

➢ ***Helping People Stay Informed***

- **First Link Learning Series** Our five different education series are tailored to the various stages of the disease. They are designed for persons living with dementia as well as for care partners.

- **Dementia Simulation Activity** which is a unique interactive education session that helps people learn what a person with dementia may go through while trying to complete simple tasks.

➢ ***Helping People Stay in Control and Live Safely***

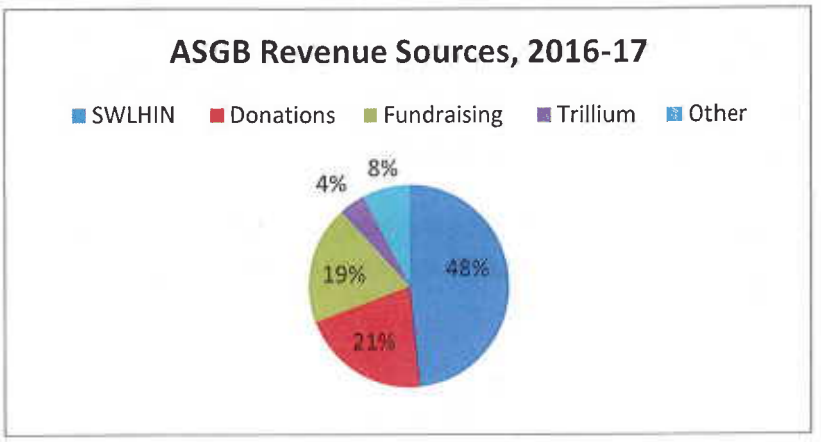
- **Memory Clinics** Provides Alzheimer Society of Grey Bruce with the opportunity to help individuals and their families through the cognitive assessment process while partnering with various Family Health Team's, Grey Bruce Health Services, and South East Grey CHC in 9 locations throughout Grey-Bruce.

- **Learning the Ropes of Mild Cognitive Impairment** is a 6-week program focused on optimizing cognitive health through lifestyle choices, memory training, and psychosocial support. It is aimed at older adults and their close family members/friends, who are living in the community, and are diagnosed with Mild Cognitive Impairment.

- **Taking Control of Our Lives** is an 8-week program designed to empower individuals diagnosed with Alzheimer's disease or other dementia to continue to participate in those activities which they feel are meaningful and purposeful in their lives while they are continuing to adapt to brain changes

- **Finding Your Way** supports people living with dementia, their families, care partners and communities to recognize the risk of going missing, be prepared for incidents of going missing, and ensure that people with dementia can live safely in the community.

Our LHIN funding, which represents about 50% of our total revenues last year and 60% of our operating budget, supports our education, counseling and First Link programs.

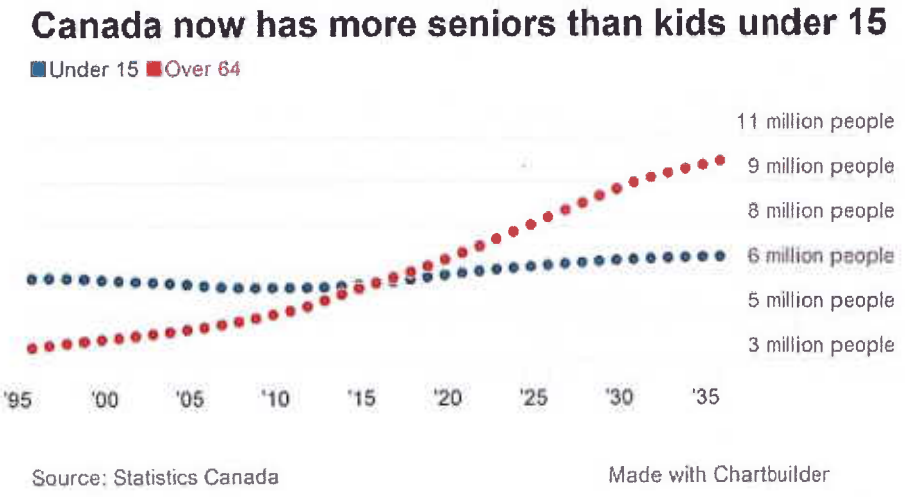


2. Setting the Context for our New Plan

2.1 Key Health System Trends

Aging Society and the Rising Tide of Dementia

The 2016 census results confirmed that, for the first time in Canada's history, there are now more seniors than children and the proportion of seniors will continue to increase for many decades.



According to Alzheimer Society of Canada[1], by 2038, there will be 1,125,200 Canadians that have dementia which represents 2.8% of the population. If you apply this prevalence rate to the Grey Bruce population today (approximately 160,000), it represents over 4,000 individuals with dementia. As Grey Bruce has a much higher proportion of seniors (age 65+) compared to Canada (24% vs 17%), this number is likely even higher.[2]

According to the South West LHIN[3], the Grey Bruce sub-region has the highest proportion of seniors in all five sub-regions. It is also the largest and most rural sub-region in the LHIN.

Person-Centred Care

The concept of patient or client or person-centred care has been growing in importance over a number of years. Key underlying principles[4] are:

- The client should be the source of control for his or her care.
- Care is based on continuous healing relationships.
- Care is customized and reflects client's needs, values and choices
- Families and friends of the client are considered an essential part of the care team.
- Knowledge and information are freely shared between and among clients, care partners and other care partner.

According to Health Quality Ontario, the benefits of patient/client engagement include:

- ✓ Provide an important source of insight and ideas for quality improvement efforts
- ✓ Improve communication between patients and health care providers, leading to improved patient and provider satisfaction
- ✓ Help health care providers embrace potential changes, as they are able to see them from the clients' perspectives
- ✓ Ensure that clients are full participants in decisions that affect them
- ✓ Empower patients to become involved in their own health care, rather than being passive participants

Alzheimer Societies have a strong tradition of supporting individuals using a person-centred approach and will continue to find ways to meaningfully engage clients and their care partners regarding how we can improve our services and supports.

E-Health

---

[1] Alzheimer Society of Canada, "Rising Tide: The Impact of Dementia on Canadian Society", 2010
[2] 2016 Census, Statistics Canada
[3] South West LHIN, "Grey Bruce Sub-Region Demographic Profile", Sept. 2016
[4] Margaret Gerteis et al, "Through the Patient's Eyes: Understanding and Promoting Patient-Centered Care", 1993

Broadly defined e-Health is *"the use of information and communication technologies (ICT) for health"*[5]. The term has come to encompass a broad range of applications for both consumers and health professionals including but not limited to:

- Electronic health records (EHR)
- Clinical informatics
- Consumer health portals
- Telemedicine and telehomecare
- m-Health including health apps on hand-held mobile devices (e.g. Brain Fit apps)

As we look to the future, we need to pay attention to new technologies that can help us link our clients directly to more distant specialists (e.g. through telemedicine); support clients and family members in their homes (e.g. through tele-homecare); and empower clients to practice better self-care through education and tele-monitoring (e.g. through mobile devices and health apps).

Population Health

While 'Population Health' has emerged as a newer Ministry priority with the passage of Bill 41 (*Patients First*), is not a new concept and in fact has been a foundational methodology for public health units for many years. The Ministry and LHINs are increasingly expecting all health service providers to adopt a stronger population health focus:

"Population Health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. In order to reach these objectives, it looks at and acts upon the broad range of factors and conditions that have a strong influence on our health" (Public Health Agency of Canada).

Using a population health approach, typically involves the following strategies:

- Focus on the health of populations including health status inequities
- Address the determinants of health
- Increase upstream investments
- Collaborate across sectors
- Implement shared accountability for health outcomes

To support a population health approach we need to better understand the burden of illness across the broad spectrum of dementia in Grey Bruce and how it compares with other diseases. This allows us to formulate, with our health care partners, a comprehensive strategy of prevention, treatment and support.

---

[5] World Health Organization http://www.who.int/ehealth/en/

Measuring Health System Performance

The Ministry of Health and LHINs are increasingly using the 'Triple Aim Framework' for measuring system performance. Developed by the Institute for Health Improvement (www.ihi.org), the framework is based on the following three dimensions: ***The Best Care for the Whole Population at the Lowest Cost***

Other jurisdictions are achieving the Triple Aim using the following strategies:

- More options for community-based care
- More care in the home
- More incentives for healthy lifestyle choices
- Greater focus on the social determinants of health
- More support for self-care strategies
- Comprehensive and coordinated primary care

All of these have relevance for the work we do. As such, we need to continue to demonstrate our 'value' in an evolving health system.

2.2 Provincial and LHIN Priorities

In order to successfully position our organization for the future, it is important that our strategic directions align with the strategic priorities of the Ministry of Health and the South West LHIN.

Provincial Dementia Strategy

In April 2017, the Government of Ontario announced its commitment to the implementation of an Ontario Dementia Strategy. The announcement included the following budget allocations:

- More than $100 million allocated over three years to support people with dementia and those who care for them through better coordinated and enhanced services, including funding to expand province-wide access to community programs
- An additional $20 million for respite care

We will continue to closely follow the implementation of this new provincial strategy with the potential for new staffing and new or expanded local services.

Bill 41 – Patients First

As part of its ongoing agenda for health system transformation, the provincial government passed the *Patients First* Act (Bill 41) in December 2016. The legislation has the following four priorities:

i. Effective integration of services and greater equity
ii. Timely access to and better integration of primary care
iii. More consistent and accessible home and community care
iv. Stronger links to population and public health

As part of Bill 41 implementation, the Ministry has now made the following structural changes:

- Integration of CCACs into the LHINs including transfer of CCAC staff making the LHINs responsible for delivering and/or contracting the delivery of home care services;

- The creation of LHIN sub-regions with new accountability and performance requirements for home care and primary care.

We are part of the Grey Bruce sub-region which has a long history of collaboration among service providers including the longstanding Grey Bruce Integrated Health Coalition. While we do not sit at the new Grey Bruce sub-region planning table, we have a strong working relationship with Home and Community Support Services of Grey Bruce which is the designated lead community agency for our sector.

Alzheimer Society of Ontario (ASO)

ASO's current strategic directions are as follows:

1. LEADING THE WAY IN PROMOTING BRAIN HEALTH AND REDUCING DEMENTIA IMPACT

2. LEVERAGING OUR COLLECTIVE STRENGTH TO EMPOWER PEOPLE LIVING WITH DEMENTIA

3. SUPPORTING RESEARCH, INNOVATION AND LEADERSHIP
4. ENGAGING ONTARIANS IN DEMENTIA ADVOCACY

ENABLED BY:

- SUSTAINED REVENUE GROWTH, CULTURE OF CONTINUOUS IMPROVEMENT, DYNAMIC COMMUNICATION

On April 1, 2017, a new Federation Agreement between all the Alzheimer Societies in Ontario came into effect. The new agreement positions us well to work collaboratively with other local Societies in Ontario and ultimately help grow our services. Through ASO, a variety of shared services are now available for areas such as: legal, human resources, procurement, payroll, and fund development. The agreement also specifies that all Societies must be formally accredited in next 5 years. We will be a part of the ASiO Strategic Direction as well.

3. How Our New Plan Was Developed

Our new strategic plan was developed through the following process steps:

At the Board Retreat, we reviewed environmental scan materials as well as feedback from our stakeholders (see below). The retreat agenda is listed in Appendix 1. We also completed a SOAR analysis[6] to ensure we are building on our agency's strengths which are described below.

Our Strengths

- ✓ Staff independence including scheduling flexibility
- ✓ Staff work well together – multi-disciplinary teams with variety of occupations
- ✓ Skills-based board; almost at full board (10 of 12)

[6] SOAR = Strengths, Opportunities, Aspirations, Results

- ✓ Great board participation – mutual respect for each other
- ✓ Positive feedback from care partner
- ✓ Key programs such as Minds in Motion, Support Groups, Memory Café and First Link Learning Series
- ✓ Our volunteers – extension of our team
- ✓ Quality of our services – feedback is that it service is 'very helpful'
- ✓ Everyone (staff, board, volunteers) is working towards one cause
- ✓ Agency support for new ideas (innovation)
- ✓ Dedication, commitment and warmth
- ✓ Staff education is promoted – staff share resources
- ✓ Safe 'risk-taking' – allowed to learn from mistakes
- ✓ Open door policy
- ✓ Healthy partnerships
- ✓ Good reputation – positive awareness in community

What We Heard from Our Stakeholders

Prior to our strategic planning workshop, telephone interviews were arranged with the following stakeholder organizations:

- Brockton Family Health Team
- Grey Bruce Health Services, BSO & Geriatric Team
- Hanover Family Health Team
- Home and Community Support Services of Grey Bruce
- Investors Group
- Owen Sound Family Health Team
- South West LHIN

Overall, the feedback about ASGB was very positive. The agency is a well-respected and well-received partner. Stakeholders commented that staff is professional and knowledgeable. The Hospital and FHT partners are really pleased to have ASGB as part of their 'Teams'.

Stakeholders identified the following challenges for our organization:

- Aging population and the 'rising tide' of dementia
- Competition for funding (both LHIN $ and community fundraising $)
- Implementation of a centralized intake system
- Families waiting too long to seek help
- Sustainable physician coverage of memory clinics
- Agency name – to what degree is the 'Alzheimer' label impacting access for families?

Stakeholders also identified the following opportunities:

- Expand the memory clinic model throughout Grey Bruce
- Use volunteers to provide more family respite
- Develop a 'Dementia Care Plan' for Grey Bruce in collaboration with other service providers
- Consider the role of 'system navigator' , helping clients through all parts of the system
- More regional collaboration through SWASA
- Ensure there is a client/family voice at the LHIN's Patient Family Advisory Council

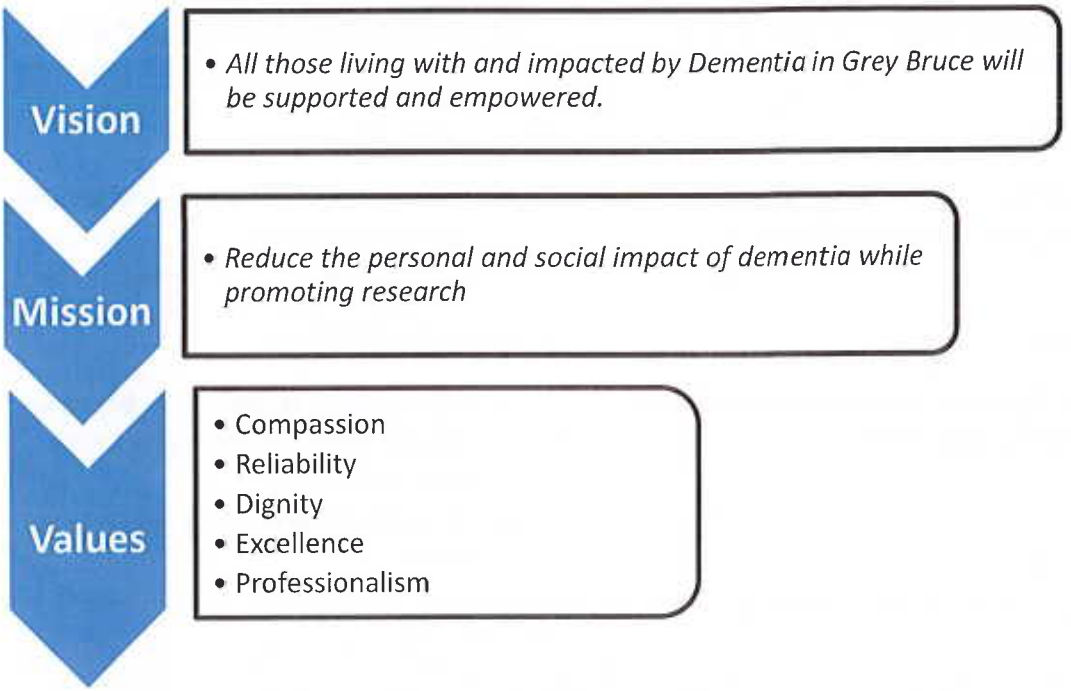
4. Our New Vision, Mission and Values

At the Board Retreat, we conducted several visioning exercises. In terms of what *words* best describe the impact we want to have in our community and what *legacy* we want to leave behind, the following descriptors are important to us:

- **WORDS:** compassion, trustworthy, respected, recognized, educator, dignity, leader, catalyst, facilitator, reduce stigma, building community, great place to work & volunteer

- **LEGACY:** difference in people's lives, dementia-friendly communities, comprehensive services across Grey Bruce, community hub, simplify service delivery, centre of excellence (dementia & brain health), innovative

Our new mission and vision statements and revised values are listed below. Our mission and values are consistent with Alzheimer Society Ontario (ASO). We strongly support ASO's vision *("A world without Alzheimer's disease and other dementias"*) but it was important to us to use vision language that is more local.



5. Our Strategic Pillars, Goals and Objectives

Building on our previous strategic plan (see Appendix 2), our new plan is based on the following strategic pillars:

client and caregiver support	sustainable resources	partnerships	leadership
• **Building on and maintaining effective programs to meet the needs of the people of Grey Bruce**	• **Ensuring sustainability of our resources**	• **Cultivating and leveraging partnerships to ensure comprehensive delivery of services across Grey Bruce**	• **Demonstrating innovation and collaborative leadership**

We have developed the following strategic objectives and performance indicators in support of our strategic pillars:

Goal Statement: **Client and Caregiver Support** **We will build on and maintain effective programs to meet the needs of the people of Grey Bruce**	
Objective #1:	Performance Indicator:

By adding core services: Minds in Motion, Melodies and Memories, Memory Cafe	• **Funding strategy developed and implemented to support 3 programs**
Objective #2: **By expanding services for people with Dementia and our care partners**	Performance Indicator: • **Increased # of programs and locations across Grey Bruce** • **Increased client contacts each year**
Objective #3: **By ensuring we are following best practices for the services we offer**	Performance Indicator: • **Staff training & education based on regular review of emerging best practices** • **% of clients receiving 6 contacts per year**

Goal Statement: **Sustainable Resources** **We will ensure sustainability of our resources**	
Objective #1: **By modifying our fund development strategy with a stronger focus on major gifts and planned giving**	Performance Indicator: • **New database/software for assistance** • **Bi-monthly reconciliation of database** • **Financial stability within 5 years including Increased fundraising and investments year over year**
Objective #2: **By continuing to demonstrate our value to the South West LHIN**	Performance Indicator: • **Increased LHIN funding**
Objective #3: **By pursuing strategic community partnerships**	Performance Indicator: • **Investigate social enterprise initiatives and public-private partnerships**
Objective #4: **By strengthening staff recruitment and retention**	Performance Indicator: • **High levels of staff satisfaction** • **Reduced staff turnover (not including**